Joint Capability Areas (JCA) Baseline Reassessment

JCDE Conference

7 Jan 2008

LTC Torres

JS J-7, JETCD

JCAs…What Are They?

"…integral part of the evolving Capabilities-Based Planning process…the beginnings of a common language to discuss and describe capabilities across many related Department activities and processes." (SecDef Memo, 6 May 2005)

JCAs are collections of like DOD activities functionally grouped to support capability analysis, strategy development, investment decision making, capability portfolio management, and capabilities-based force development and operational planning. (JCA Baseline Reassessment Terms of Reference)

What Problem Does JCAs Address?

- **DOD processes currently talk in five different languages…**
  - Policy talks in terms of strategic priorities
  - Programming talks in terms of appropriations and PEs
  - Planning talks in terms of force packages
  - Acquisition talks in terms of cost, schedule and performance parameters
  - Requirements talks in terms of capabilities and gaps
- **You cannot have an enterprise-wide capabilities-based strategy-to-task discussion without a common language**
- **JCAs have provided a rudimentary language which**

DoD's Capabilities-Based Planning

JCA Baseline Reassessment Direction

DEPUTY SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-1010

MAR 2 7 2007

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Joint Capability Areas (JCAs)

"…To broaden JCA use as a framework for capability management throughout the Department, the following tasks are assigned:

- **The Chairman of the Joint Chiefs of Staff will conduct a base line reassessment of the JCAs and provide an update to the Deputy's Advisory Working Group…"**

JROCM 182-07

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THE JOINT STAFF
WASHINGTON, D.C. 20318-8000

JOINT REQUIREMENTS OVERSIGHT COUNCIL

JROCM 182-07
23 July 2007

MEMORANDUM FOR DISTRIBUTION

Subject: Joint Capability Area Baseline Reassessment

1. The Joint Requirements Oversight Council (JROC) approved a functional restructuring of the Joint Capability Areas. The following nine top level Joint Capability Areas were approved: Force Application, Influence, Command and Control, Net-Centric, Battlespace Awareness, Protection, Logistics, Force Support, and Corporate Management and Support.

2. The JROC requests assistance from addressees in providing the necessary manpower and analytical support to ensure key objectives are achieved.

E. P. GIAMBASTIANI
Admiral, US Navy
Vice Chairman
of the Joint Chiefs of Staff

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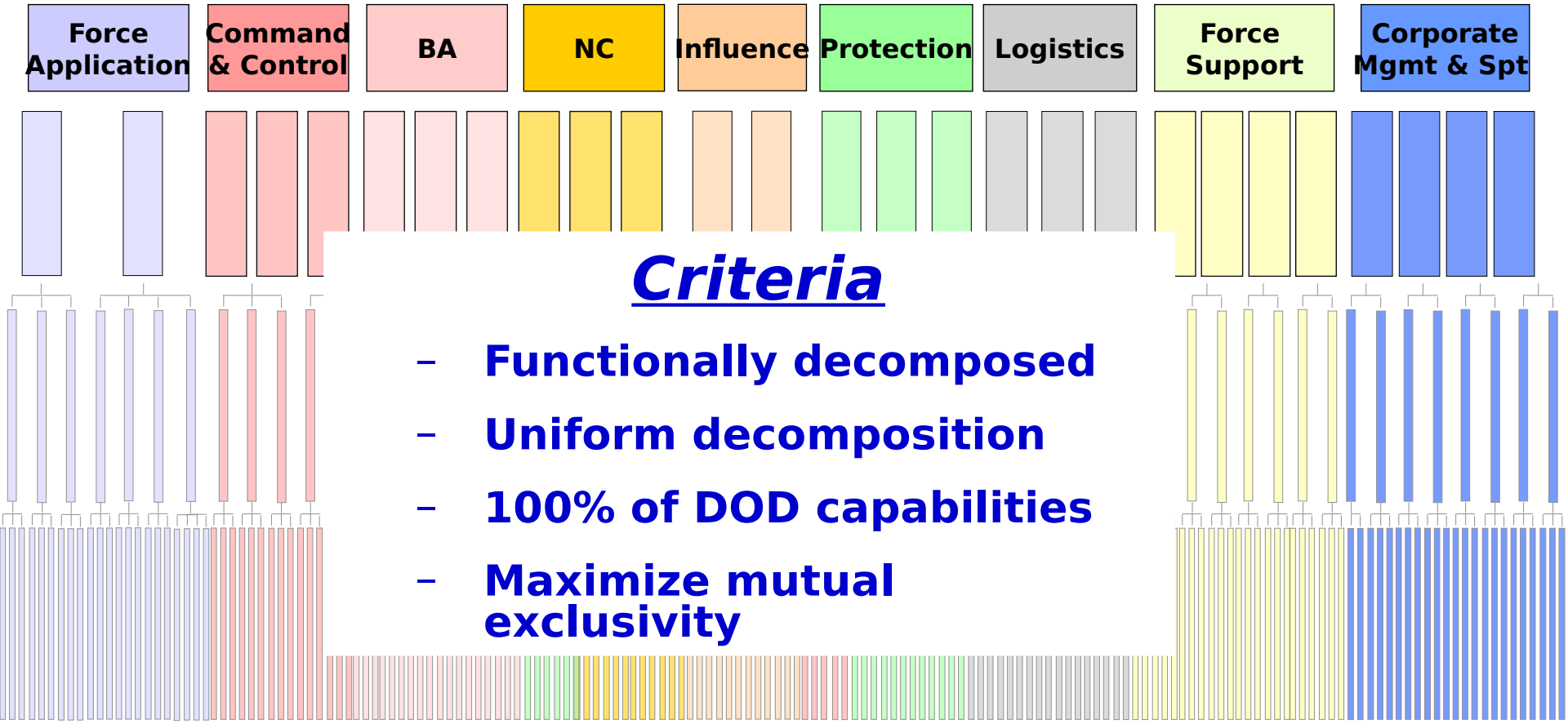
JROC Decision on Top-level JCAs



Criteria

- Functionally decomposed
- Uniform decomposition
- 100% of DOD capabilities
- Maximize mutual exclusivity

JCA Decomposition (1 of 2)

Force Application

Maneuver
- Maneuver to Engage
  - Air
  - Space
  - Land
  - Maritime
  - Under ground
  - Under water
  - Cyber
- Maneuver to Insert
  - Air
  - Space
  - Land
  - Maritime
  - Under ground
  - Under water
- Maneuver to Influence
  - Air
  - Space
  - Land
  - Maritime
  - Under ground
  - Under water
- Maneuver to Secure
  - Air
  - Space
  - Land
  - Maritime
    - Blockade
    - Sanctions
    - Embargo
  - Under ground
  - Under water
  - Populations
    - Crowd Control
    - Detainee
  - Infrastructure & Resources

Engagement

Kinetic means
- Fixed Target
  - Surface
    - Point
      - Hardened
      - Soft
      - CBRN
    - Area
      - Hardened
      - Soft
  - Under ground
    - CBRN
  - Under water
    - Surf Zone
    - Very Shallow
    - Shallow
    - Deep Water
- Stationary Target
  - Surface
    - Point
      - Hardened
      - Soft
      - CBRN
    - Area
      - Hardened
      - Soft
  - Under ground
    - CBRN
  - Under water
    - Surf Zone
    - Very Shallow
    - Shallow
    - Deep Water
- Moving Targets
  - Air
  - Space
  - Surface
    - Point
      - Hardened
      - Soft
      - CBRN
    - Area
      - Hardened
      - Soft
  - Under ground
  - Under water
    - Surf Zone
    - Very Shallow
    - Shallow
    - Deep Water

Non-Kinetic means
- Fixed Target
  - Surface
    - Point
      - Hardened
      - Soft
      - Electro-magnetic
      - CBRN
    - Area
      - Hardened
      - Soft
      - Electro-magnetic
  - Under ground
    - CBRN
  - Under water
    - Surf Zone
    - Very Shallow
    - Shallow
    - Deep Water
- Stationary Target
  - Surface
    - Point
      - Hardened
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      - Electro-magnetic
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      - Electro-magnetic
  - Under ground
    - CBRN
  - Under water
    - Surf Zone
    - Very Shallow
    - Shallow
    - Deep Water
- Moving Targets
  - Above surface
    - Air
    - Space
    - Electro-magnetic
  - Surface
    - Point
      - Hardened
      - Soft
      - Electro-magnetic
      - CBRN
    - Area
      - Hardened
      - Soft
      - Electro-magnetic
  - Sub-surface
    - Under ground
      - Electro-magnetic
    - Under water
      - Surf Zone
      - Very Shallow
      - Shallow
      - Deep Water
      - Electro-magnetic

Information Networks (Computer) (CNA & CND)

Command & Control

Organize
- Establish & maintain unity of effort w/ mission partners
  - Develop Trust
  - Estab & Cultivate Rel w Msn Partners
  - Estab & Cultivate Rel w Partner Orgs
- Structure organization to mission
  - Define structure
  - Assess Staff Capabilities
  - Delegate Authority
  - Identify Capabilities Needed
  - Integrate Capabilities
  - Estab Commanders' Expectations
- Foster organizational collaboration
  - Estab Collaboration Policies
  - Estab Collaborative Procedures

Understand
- Develop & Share Situational Awareness
  - Estab & maintain friendly disposition
  - Distill Information
  - Visualize Information
  - Compile Information
- Develop knowledge
  - Understand Implications
  - Analyze Information
  - Estab Collective Meaning
- Share knowledge

Planning
- Analyze problem
  - Analyze Guidance
  - Review Rule Set
  - Review Situation
  - Determine Need for Action
  - Prepare Estimates
- Apply situational understanding
  - Assess Available Capabilities
  - Evaluate Environment
  - Determine Vulnerabilities
  - Determine Opportunities
- Develop strategy
  - Determine Force Readiness
  - Determine Resources
  - Adapt Strategy
  - Align Strategy
  - Develop Assumptions
  - Develop Objectives
  - Determine End State
  - Review Existing Plans
- Develop courses of action
  - Understand Objectives
  - Develop Options
  - Establish Selection Criteria
- Analyze course of action
  - Wargame courses of actions
  - Compare courses of actions

Decide
- Manage risk
  - Validate Targets
  - Formulate Crisis Assessment
  - Provide Friendly Force Cbt ID
  - Direct Consequence Mgmt
- Select actions
  - Select course of action
  - Select Plan
  - Terminate
- Establish rule sets
- Establish intent and guidance
  - Establish Priorities
  - Establish Standards
  - Establish Rule Sets
- Intuit
  - Recognize Key Triggers
  - Modify Actions

Direct
- Communicate intent and guidance
  - Issue Estimates
  - Issue Priorities
  - Issue Rule Sets
  - Provide CONOPS
- Task
  - Synchronize Operations
  - Synch Execution Across Phases
  - Issue Plans
  - Issue Orders
- Establish metrics
  - Estab Performance Measures
  - Estab Effectiveness Measures

Monitor
- Assess compliance with guidance
  - Assess Employment of Forces
  - Assess Manner of Employment
- Assess effects
  - Assess Battle Damage
  - Assess Effects of Deception Plan
  - Assess Munitions Effects
  - Assess Performance
  - Assess Re-Engagement Requirement
  - Assess Opnl Effects of Strat Comms
- Assess achievement of objectives
- Assess guidance

Battlespace Awareness

Intel, Surveil, & Recon
- ISR Planning & Direction
  - Define & Prioritize Rqmts
  - Develop a Collection Strategy
  - Task & Monitor CPED Resources
  - Evaluation & Feedback
- Collection
  - Signals
  - Imagery
  - Materials
  - Human
  - Open source
  - Direction
- Processing / Exploitation (CNE)
  - Correlate
  - Convert
  - Exploit
- Analysis & Production
  - Intel Prep of Opnl Environment
  - Intel Spt to Situational Understanding
  - Indications & Warnings
  - Intel Spt to Targeting, FP & IO
  - Battle Damage Assessment
  - Science & Technology
  - Counter Intelligence
- ISR Dissemination

Environment
- Collect
- Analyze
- Predict
- Exploit

Net-Centric

Information Transport
- Switching and Routing
- Wireless
- Wired

Enterprise Services
- Core Enterprise Services
  - Collaboration
  - Mediation
  - Discovery
  - Messaging
- Information Sharing/Computing
  - Data Storage
  - Data Processing
  - COI Services
- Position Navigation and Timing

Net Management
- Optimized net functions & resources
- Deployable, scalable & modular nets
- Spectrum Management
- Cyber Management

Information Assurance
- Secure Information Exchange
  - Ensure Authorized Access
- Protect Data and Networks
  - Monitor IA Status
  - Track User Actions
  - Prevent Network Attack
  - Protect Data from Modification
- Respond to Attack / Event
  - Detect & Respond to Attacks
  - Detect & Respond to Event

Cooperative Security Engagement

Communicate
- Inform domestic and foreign audiences
- Persuade partner audiences
- Influence adversary & competitor audiences

Shape
- Partner w/ Governments & Institutions
- Build Capabilities & Capacities of Partners & Institutions
- Provide Aid to Foreign Partners & Institutions
- Leverage Capacities & Capabilities of Security Estblishment
- Strengthen Global Defense Posture

Updated as of: 4 Jan 08

BLACK - Tiers 1 through 3 with no pending issues.

Grey - Tier 4 and below, provided for context only. Requires further refinement and subsequent staffing.

RED - JROC recommendation on open issues for DAWG endorsement.

JCA Decomposition (2 of 2)

Protection

- **Prevent**
  - Prevent Kinetic Attack
    - Above surface (Kinetic)
      - Maneuvering (Above)
      - Non-maneuvering (Above)
    - Surface (Kinetic)
      - Maneuvering (Surface)
      - Non-maneuvering (Surf)
    - Sub-surface (Kinetic)
      - Maneuvering (s-s)
      - Non-maneuvering (s-s)
  - Prevent Non-Kinetic Attack
    - Above surface (Non-kinetic)
    - Surface (Non-kinetic)
    - Sub-surface (Non-kinetic)
- **Mitigate**
  - Mitigate Lethal Effects
    - Chemical (Lethal)
    - Biological (Lethal)
    - Radiological
    - Nuclear
    - EMP (Lethal)
    - Explosives
    - Projectiles
    - Directed Energy (Lethal)
    - Natural Hazards
  - Mitigate Non-Lethal Effects
    - Kinetic munitions
    - Chemical (Non-lethal)
    - Biological (Non-lethal)
    - EMP (Non-lethal)
    - Electro-magnetic spectrum
    - Directed Energy (Non-lethal)

- **Deployment & Distribution**
  - Move the Force
  - Sustain the Force
  - Operate the JDDE
- **Supply**
  - Manage Supplies and Equipment
    - Visibility
    - Performance Metrics
  - Inventory Management
    - Schedule Deliveries
    - Receive, Verify, Transfer Product
    - Stock Positioning
    - Storage
    - Reclamation
    - Disposal
  - Manage Supplier Networks
- **Maintain**
  - Inspect
  - Test
  - Service
  - Repair
  - Rebuild
  - Calibration
- **Logistics Services**
  - Food Service
  - Water and Ice Services
  - Basecamp Services
  - Hygiene Services
    - Laundry
    - Shower
    - Textile Repair
- **Operational Contract Support**
  - Contract Support Integration
  - Contractor Management

Logistics

Engineering

- General Engineering
  - Gap Crossing
    - Assault
    - Tactical
    - LOC/Fixed
    - River Crossing
  - Open/Estab/Maintain Installations
    - Design Modification
    - Real Estate
    - Construct
    - Fire Safety
    - Environmental
    - Maintain
    - End State and Disposition
  - Repair/Construct LOC's
    - Construct
      - Port/Waterway
        - Depth & Channel Survey
        - Clear & Dredge
        - Construct
      - Rotary/Fixed Wing & UAV
      - Road/Rail
      - Intermodal/Storage/Staging
      - Pipeline
    - Maintain
  - Enable Theater Access
    - Technical Recon
    - Assess/Predict Effects
    - Mitigate Anti-Access Effects
  - Repair & Restore Infrastr
    - Real Estate - Rights of Way
    - Restore/Construct
    - Natural Resource Develop
  - Enhance Infrastructure Protection
    - Reinforce/Construct
    - Mitigate
  - Master Design
    - Assess
    - Site Selection
    - Design
- Combat Engineering
  - Defeat Explosive Hazards
    - Assess
    - Locate
    - Neutralize
      - Demolition
      - Mechanical
      - By hand
    - Clearance
      - Neutralize/Render Safe
      - Route
      - Area
    - Remnant of War
      - Collect
      - Dispose
  - Enhance Mobility
    - Breach
      - Explosive
      - Mechanical
      - Hand
    - Clear/Improve
      - Berm
      - Rubble
      - Dry Gap
      - Urban/Built-Up
    - Combat Road/Trail
    - Rotary Wing & Small UAV
      - Clear
      - Grade/Revet
  - Attack Enemy Freedom of Maneuver
    - Lethal
      - Mines
      - Intelligent Munitions
    - Non-Lethal
      - Intelligent Munitions
      - Obstacle Emplacement
  - Enhance Force Protection (Survive)
    - Platform Fighting Emplacements
      - Sub-surface
      - Above Surface
    - Individual Position
      - Sub-surface
      - Above Surface
    - Emplace Camouflage
- Geospatial Engineering
  - Utilize Geospatial Data
    - Analyze
    - Refine
    - Foundation Products
    - Visualize
  - Provide Mobility Assessment
    - Track and Plot
    - Visualize

Force Support

- **Force Management**
  - Global Force Management
    - Readiness Rptng/Assess
    - Assignment
    - Apportionment
    - Allocation
    - Organizational Design
  - Force Configuration
  - Global Posture Execution
    - Relationships
    - Activities
    - Facilities
    - GDP Process
- **Force Preparation**
  - Training
    - Individual
    - Staff
    - Collective
  - Exercising
    - Joint Exercises
    - Chairman's Exercises
    - Service Specific Exercises
  - Educating
    - Joint PME
    - Service PME
    - Civilian PE&D
  - Doctrine
    - Joint Doctrine
    - Multi-Service Doctrine/TTPs
    - Service Doctrine/TTPs
    - Multinational Doctrine
  - Lessons Learned
    - Joint Lessons Learned
    - Service Lessons Learned
  - Concepts
    - Joint Concepts
    - Service Concepts
  - Experimentation
    - Joint Experimentation
    - Service Experimentation
- **Health Readiness**
  - Force Health Protection
    - Human Performance Enhance
    - Health Surveillance and PM
    - Patient Movement
    - Med Log & Infrastructure Spt
    - Casualty Management
    - Theater Medical C2
  - Health Care Delivery
    - Hospital & Clinic (MTF) Ops
    - Health Plan Management
  - Health Service Support
    - Medical Ed and Training
    - Medical Research
    - Medical Logistics
    - Medical Informatics
    - Facilities Management
    - Financial Management
    - Human Capital Mgmt

- **Installations Support**
  - Real Property Life Cycle Mgmt
    - Acquisition - Installation Assets
      - New construction
      - New leases
      - Land purchase
      - Purchase of facilities
      - Purchase & installation of equip
      - Other unspecified acquisitions
    - Operation - Installation Assets
      - Facilities operation
      - Pollution prevention
    - Sustain - Installation Assets
      - Facilities & housing sustainment
      - Environmental Compliance
      - Conserv of natural & cultural resources
      - Range sustainment
    - Recapitalization - Installation Assets
      - Restoration of installation assets
      - Modernization of installation assets
      - Replacement of installation assets
      - Environmental restoration
    - Realignment & disposal of installation assets
      - Economic adjustment activities
      - Demolition and disposal
  - Installation Services
    - Security Services
      - Law Enforcement
      - Base Physical Security Services
    - Base Spt Vehicles & Equip (BSV&E)
    - Housing
      - Family Housing Services
      - Unaccompanied Pers Housing Svcs
    - Airfield Operations
    - Port Operations/Services
    - Range Management
- **Human Capital Mgmt**
  - Personnel & Family Support
    - Service Member & Family Spt
    - Postal
    - Religious Support
    - Community Spt
    - Mortuary Affairs
    - Casualty Assistance
  - Personnel Management
    - Personnel Accountability
    - Records Maintenance
    - Recruiting and Accessions
    - Retention
    - Separation and Retirement

Corporate Mgt & Spt

- **Advisory & Compliance**
  - Advice and External Matters
  - Audit, Inspection, & Investigation
  - Operational Test & Evaluation
- **Strategy & Assessment**
  - Strategy Development
  - Capabilities Development
  - Enterprise-wide Assessment
- **Information Management**
  - Enterprise Arch
- **Acquisition**
  - Acquistion Program Execution
  - Contracting
- **Program/ Budget & Finance**
  - Program/Bud Performance
  - Finance and Accounting
- **Research & Development**
  - Basic
  - Applied
  - Studies

CJCSI 3010.02B

CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7 CJCSI 3010.02B
DISTRIBUTION: A, B, C, J 27 January 2006

JOINT OPERATIONS CONCEPTS DEVELOPMENT PROCESS (JOpsC-DP)

References: See Enclosure F.

1. Purpose. This instruction provides guidance for joint concept development and synchronizes the efforts of the joint concept community in the DOD capabilities-based approach to transformation. Joint concepts link strategic guidance to the development and employment of future joint force capabilities and serve a
organization
facilities (D
joint concep
describes h
concept tem
describes jo
Upon appro
instruction
guidance.

2. Cancella
Implementa
Plan (JCDR

3. Applicab
combatant
responsible

4. Policy

a. The objective of JOpsC is to guide the transformation of the joint force so that it is prepared to operate successfully 8 to 20 years in the future. These concepts are informed by top-level strategic guidance in the effort to identify future capabilities requirements. JOpsC presents a detailed description of "how" future operations may be conducted and provides the conceptual basis

c. Relationship to Joint Capability Areas (JCAs). JCAs provide a common lexicon and associated taxonomy to discuss and describe capabilities across many related DOD activities and processes. During concept development, concept authors will use the JCAs as a baseline of joint capabilities relevant to their concept. Concept authors will analyze the potential merit of their posited solution by comparing it to the JCA baseline of extant joint capabilities. Any expansion or deviation from this baseline of existing joint capabilities must be fully explained in the concept. The JCA lexicon and taxonomy are posted at http://www.dtic.mil/futurejointwarfare.

JOpsC Family

Strategic Guidance
NSS, NMS, QDR, TPG, SPG, CPG

Capstone Concept for Joint Operations (CCJO)
- **Broad statement of how to operate 8-20 years in the future**

Joint Operating Concepts (JOC)
Operational design and effects

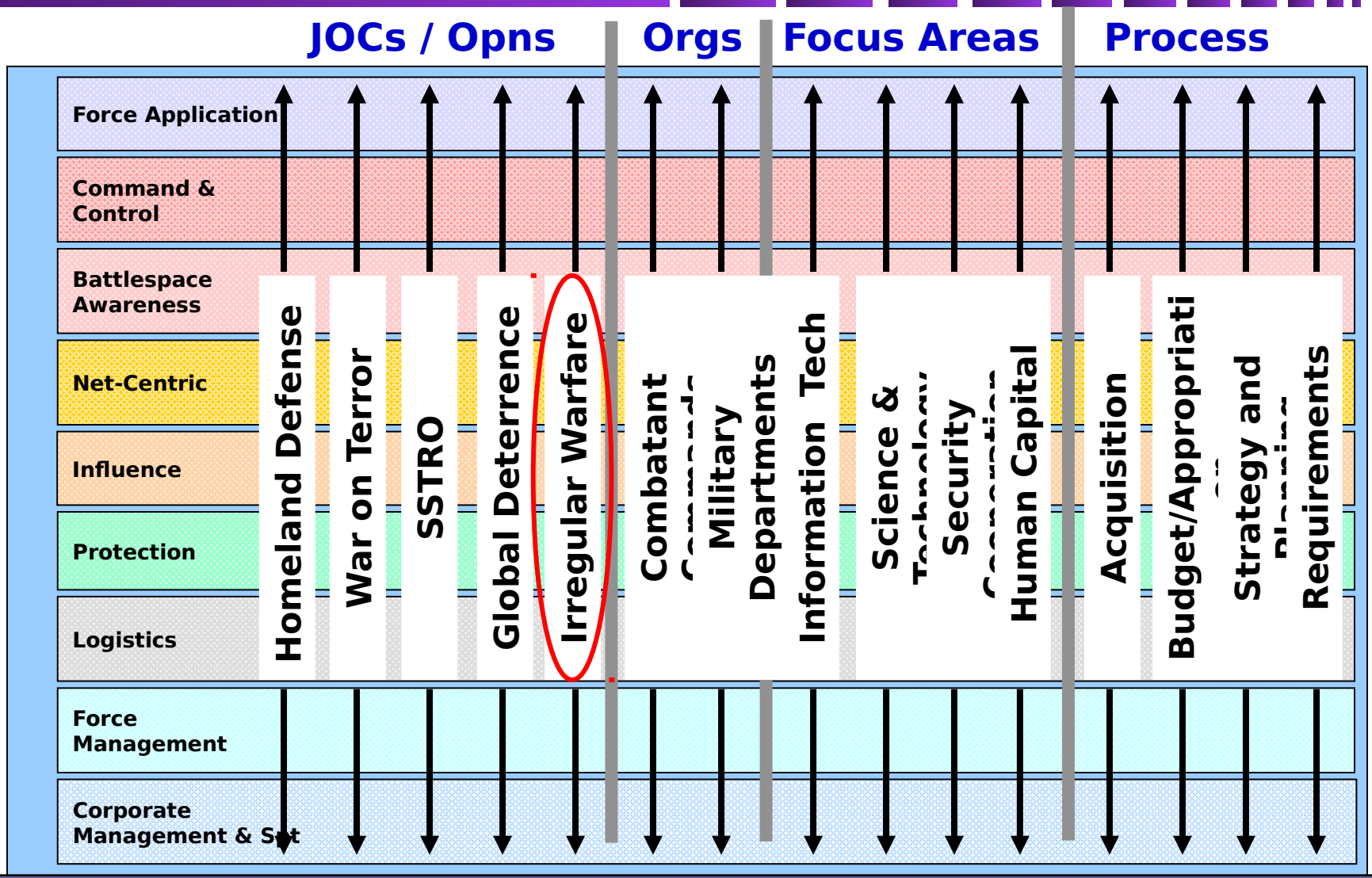
JCAs

SUPPOR

Joint Functional Concepts (JFC)
Functional capabilities

Joint Integrating Concepts (JIC)
Integrating tasks, conditions and standards

Vision



Functionally aligned JCAs simplify the framework & increases utility across DOD by facilitating cross-referenced views by operations, components, processes, and activities

Irregular Warfare JOC

Irregular Warfare (IW)

Joint Operating Concept (JOC)

Version 1.0

11 September 2007

Appendix C - Table of Operational Effects and Broad Military Capabilities

The UJTL (CJCSM 3500.04D) provided definitions for these tasks, but desired end states and measures are specific for IW. These tasks may require further decomposition in the actual development of supporting joint integrating concepts and functional area analyses.

Number	Capability Conditions	Effect	Tier 1 JCA	Tier 2 JCA (Tier 3 JCA)	UJTL Tasks	Remarks
Planning						
IW 0.7-001C	The ability to design IW campaign plans.	IW campaign plans are oriented on the relevant populations and political authorities and the underlying conditions fomenting IW.	Joint Command and Control	Operational Planning	SN 5.4.1 ST 5.3.2 ST 5.3.4 OP 5.3	
IW 0.7-002C	The ability to assess operational situations.	Accurate assessment of the operational situation based upon consideration of all available, pertinent information and to determine and fully understand the adversary deterrence decision calculus.	Joint Command and Control	Operational Planning	SN 5.2 ST 5.2 OP 5.2	
IW 0.7-003C	The ability to conduct joint force targeting.	Appropriate targets and target sets, effects, force elements, and sequencing actions across the domain space are linked to subvert, coerce, attrite, and exhaust an adversary.	Joint Command and Control	Operational Planning	SN 3.2 ST 3.1 OP 3.1	
IW 0.7-004C	The ability to synchronize joint IW campaign plans and subordinate IW operations.	Tasks and operations of assigned, attached, and supporting IW elements are synchronized horizontally and vertically in time and across domains to achieve unity of effort.	Joint Command and Control	Operational Planning	SN 5.4.3 ST 5.4.2 OP 5.4.4	
Preparation						
IW 0.7-005C	The ability to command subordinate operational forces (US and partner SOF, GPF, and other forces conducting IW). • In contested, hostile, denied, and ungoverned areas • In concert with other government agencies and coalition partners	Joint and coalition force has a clear understanding of the commander's vision and intent, a concept of operations, and is empowered to implement locally with minimum control imposed by higher headquarters.	Joint Command and Control	Operational Planning	SN 5.4.3 OP 5.4	No relevant ST task.

Appendix C C-1

Irregular Warfare JOC - 40 Capabilities

Plan
- Design IW campaign plans
- Assess operational situations
- Conduct Joint Force targeting
- Sync Joint IW plans and operations

Prepare
- Command subordinate forces
- Conduct operational maneuver & positioning
- Coordinate & Integrate Joint/MN & IA support

Execute
- Conduct strategic comms
- Conduct IO (minus CNA, EA, EWS)
- Conduct HUMINT network operations
- Collect and exploit information
- Produce / Disseminate Intel on the situation
- Conduct Counterintelligence Ops
- Provide Pol-Mil support
- Provide Security Assistance
- Execute CMO
- Provide Nation Assistance
- Provide Combat & Non-combat Mil Tng & Assistance
- Conduct FID
- Train Selected Partners to Conduct FID
- Conduct UW
- Train indigenous forces on UW
- Control significant land areas
- Control significant littoral areas
- Conduct lethal strike operations
- Conduct non-lethal strike operations (CNA, EA, EWS)
- Conduct personnel recovery
- Conduct Net-centric operations
- Conduct CWMD ops
- Provide base support and services

Assess
- Assess IW operations
- Develop joint concepts

Force Development
- Educate and train the Joint Force on IW
- Develop analytic models
- Develop Joint Concepts for IW
- Exercise Operational Plans with IW elements
- Gather IW Lessons Learned
- Implement IW Lessons Learned

Force Management
- Manage composition & disposition of Joint Force for IW
- Coordinate forward presence of Joint Forces

Joint Operations Concepts

STRATEGIC GUIDANCE

Capstone Concept for Joint Operations (CCJO)

Broad statement of how to operate 8-20 years ...uture

Joint Operating Concepts (JOC)

Operational design and capabilities

2. Strategic Deterrence 1.0 (Feb 04)
   Deterrence Operations 2.0 (Aug 06)
3. Major Combat Operations 1.0 / 2.0 (Sep 04 / Aug 06)
4. Stability Operations 1.0 (Sep 04)
   Military Support to Stabilization, Security, Transition and Reconstruction Operations 2.0 (Aug 06)
5. Irregular Warfare 1.0 (Feb 07)
6. Shaping 1.0 (in-progress)

Operational Context

Support

Joint Functional Concepts (JFC)

Enduring functional capabilities

1. Battlespace Awareness (Dec 03)
2. Command and Control (Feb 04)
3. Force Application (Feb 04)
4. Focused Logistics (Dec 03)
5. Force Management (Jun 05) *
6. Net-centric (Apr 05)
7. Protection (Jun 04)
8. Training (in-work) *

JCAs

Force Support * (+)
Influence
Corporate Mgmt & Spt

Joint Integrating Concepts (JIC)

JOC and/or JFC-derived tasks, conditions and standards

1. Global Strike (Jan 05)
2. Joint Forcible Entry Operations (Sep 04)
3. Joint Undersea Superiority (Jan 04)
4. Seabasing (Aug 05)
5. Integrated Air and Missile Defense (Dec 04)

...ug 05)

8. Net-Centric Operational Environment (Oct 05)
9. Persistent ISR (in-progress)
10. Combating WMD (in-progress)

IW JOC - 40 Capabilities - Functionally Aligned

Plan
- Design IW campaign plans
- Assess operational situations
- Conduct Joint Force targeting
- Sync Joint IW plans and operations

Prepare
- Command subordinate forces
- Conduct operational maneuver & positioning
- Coordinate & Integrate Joint/MN & IA support

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- Provide Pol-Mil support
- Provide Security Assistance
- Execute CMO
- Provide Nation Assistance
- Provide Combat & Non-combat Mil Tng & Assistance
- Conduct FID
- Train Selected Partners to Conduct FID
- Conduct UW
- Train indigenous forces on UW
- Control significant land areas
- Control significant littoral areas
- Conduct lethal strike operations
- Conduct non-lethal strike operations (CNA, EA, EWS)
- Conduct personnel recovery
- Conduct Net-centric operations
- Conduct CWMD ops
- Provide base support and services

Assess
- Assess IW operations
- Develop joint concepts

Force Development
- Educate and train the Joint Force on IW
- Develop analytic models
- Develop Joint Concepts for IW
- Exercise Operational Plans with IW elements
- Gather IW Lessons Learned
- Implement IW Lessons Learned

Force Management
- Manage composition & disposition of Joint Force for IW
- Coordinate forward presence of Joint Forces

Required capabilities Notionally aligned to "new" Top-level JCAs

Command & Control
- Design IW campaign plans
- Assess operational situations
- Conduct Joint Force targeting
- Sync Joint IW plans and operations
- Command subordinate forces
- Coordinate & Integrate Joint/MN & IA support
- Assess IW operations

Battlespace Awareness
- Conduct HUMINT network operations
- Collect and exploit information
- Produce / Disseminate Intel on the situation
- Conduct Counterintelligence Ops

Force Application
- Conduct operational maneuver & positioning
- Conduct UW
- Control significant land areas
- Control significant littoral areas
- Conduct lethal strike operations
- Conduct non-lethal strike operations (CNA, EA, EWS)
- Conduct personnel recovery
- Conduct CWMD ops

Influence
- Conduct strategic comms
- Conduct IO (minus CNA, EA, EWS)
- Conduct FID
- Provide Security Assistance
- Train Selected Partners to Conduct FID
- Train Indigenous forces on UW
- Execute CMO
- Provide Nation Assistance
- Provide Combat & Non-combat Mil Tng & Assistance
- Provide Pol-Mil support

Net-centric
- Conduct Net-centric operations

Logistics
- Provide base support and services

Force Support
- Develop joint concepts
- Educate and train the Joint Force on IW
- Develop analytic models
- Develop Joint Concepts for IW
- Exercise Operational Plans with IW elements
- Gather IW Lessons Learned
- Implement IW Lessons Learned
- Manage composition & disposition of Joint Force for IW
- Coordinate forward presence of Joint Forces

Protection

Corporate Management & Support

IW JOC - 40 Capabilities - Functionally Aligned

JCA	Filter	IW JOC	HLD	MCO	SSTRO
Force Application					
Engagement		X			
Kinetic fires		X			
Non-Kinetic fires		X			
Maneuver		X			
Maneuver to Engage		X			
Maneuver to Insert		X			
Maneuver to Influence		X			
Maneuver to Secure		X			
Command & Control					
Organize					
Cultivate external relations					
Structure organization to mission					
Foster collaborative environment					
Understand		X			
Implement shared situational awareness		X			
Develop knowledge		X			
Share knowledge		X			
Operational Planning		X			
Analyze problem		X			
Apply situational understanding		X			
Develop strategy		X			
Develop courses of action		X			
Analyze course of action		X			
Decide		X			
Manage risk					
Select actions		X			
Establish rule sets					
Establish intent and guidance					
Intuit					
Direct		X			
Communicate intent and guidance					
Task					
Establish metrics					
Monitor		X			
Assess compliance with guidance		X			

Command & Control
- Design IW campaign plans
- Assess operational situations
- Conduct Joint Force targeting
- Sync Joint IW plans and operations
- Command subordinate forces
- Coordinate & Integrate Joint/MN & IA support
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Net-centric
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Logistics
- Provide base support and services

Force Support
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- Implement IW Lessons Learned
- Manage composition & disposition of Joint Force for IW
- Coordinate forward presence of Joint Forces

Protection

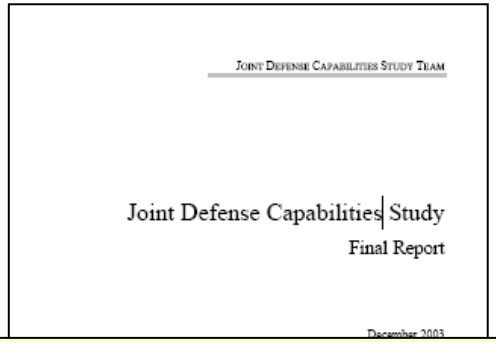
Corporate Management & Support

Way Forward

- 6 Dec: JROC
- 13 Dec: JROC Executive Session
- 15 Jan: DAWG
- Post DAWG Actions
  - Support DJS & PDUSD(P) in developing Departmental JCA implementation plan
  - Follow-on refinement; directed by flag level steering group, and approved by DJS & PDUSD(P)
  - Deploy JCA Management System (JCAMS)
    - Web-base authoritative JCA database
    - Rebaselined JCAs mapped to initial 21 tier 1 & 240 tier 2 JCAs
  - Update JCA linkages
    - UJTLs
    - PEs
    - MDAPs

Back-up

JCA Intent



JOINT DEFENSE CAPABILITIES STUDY TEAM

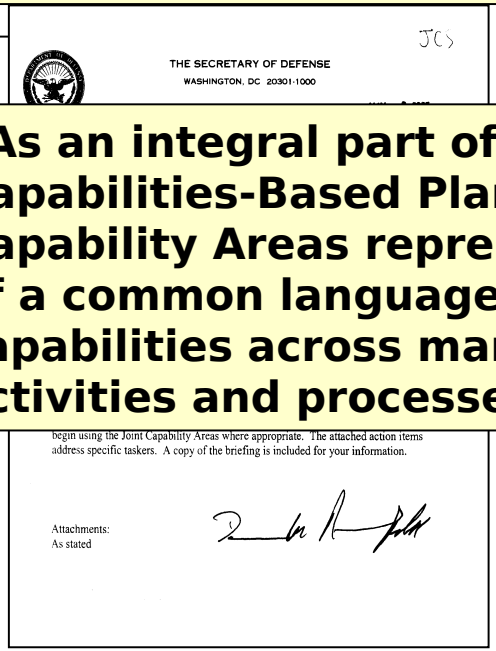
Joint Defense Capabilities Study

Final Report

December 2003

"The JCAs are fundamental to establishing a common language to support the many DoD capabilities-base planning processes."

"…these manageable groups provide a common lexicon to compare Service contributions to joint warfighting and enterprise support and, therefore, support cross-Service trades."



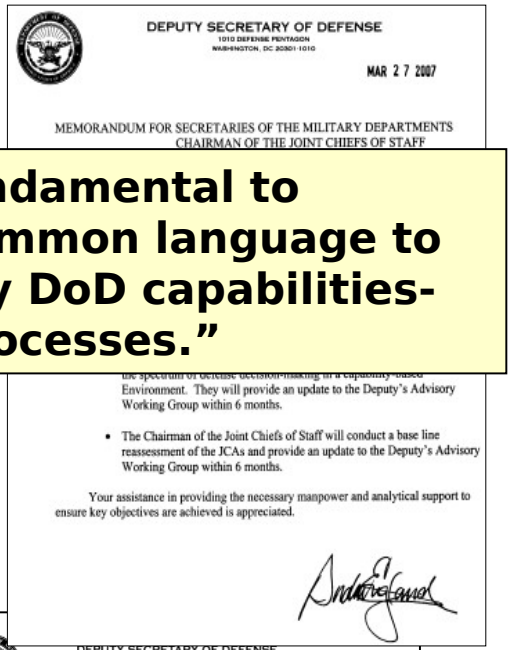
THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1000

JCS

begin using the Joint Capability Areas where appropriate. The attached action items address specific taskers. A copy of the briefing is included for your information.

Attachments:
As stated

"As an integral part of the evolving Capabilities-Based Planning process…Joint Capability Areas representing the beginnings of a common language to discuss and describe capabilities across many related Department activities and processes."



DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

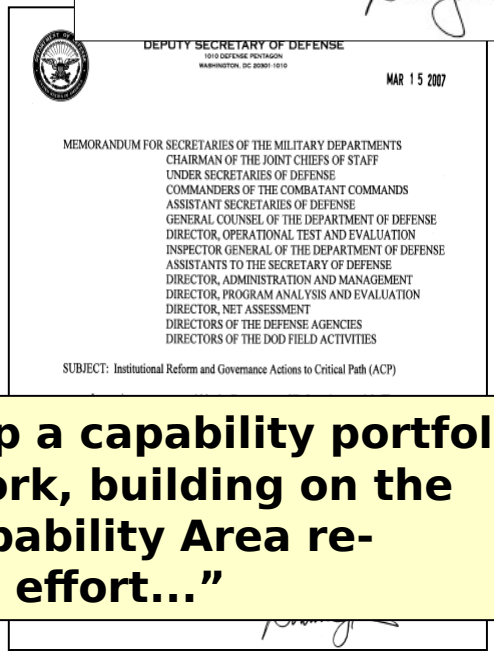
MAR 27 2007

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF

Environment. They will provide an update to the Deputy's Advisory Working Group within 6 months.

- The Chairman of the Joint Chiefs of Staff will conduct a base line reassessment of the JCAs and provide an update to the Deputy's Advisory Working Group within 6 months.

Your assistance in providing the necessary manpower and analytical support to ensure key objectives are achieved is appreciated.



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WASHINGTON, DC 20301-1010

MAR 15 2007

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

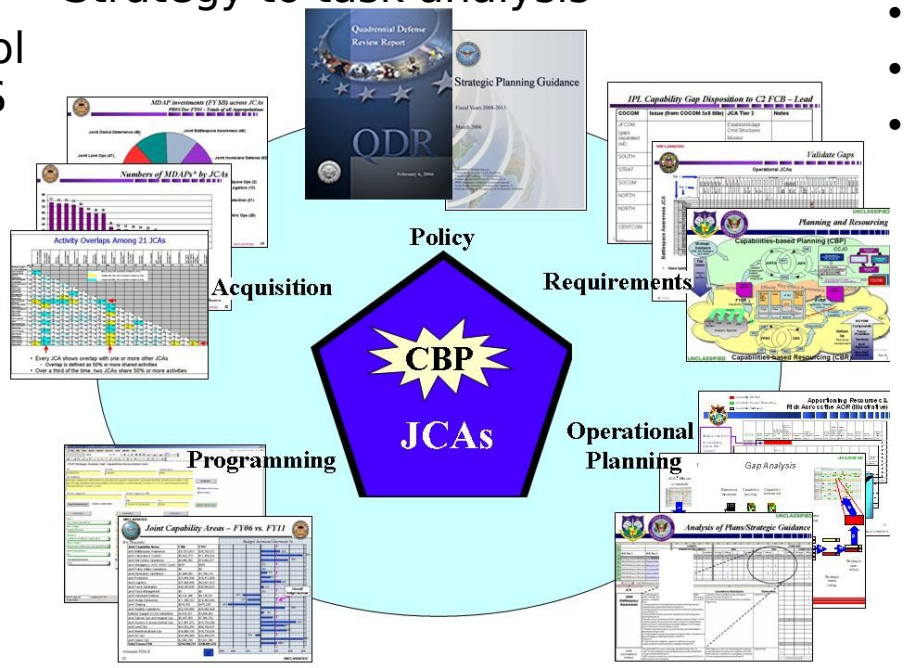
SUBJECT: Institutional Reform and Governance Actions to Critical Path (ACP)

"Develop a capability portfolio framework, building on the Joint Capability Area re-baseline effort…"

Current JCA Usage

- Organizing construct for GDF & JPG
- Organizing construct for assuming risk / increasing focus
- Strategy to task analysis

- Matrix Mapping Tool mapping to MDAPS



- Operational to Functional Concept crosswalk
- JCIDS documents
- IPL submissions
- Capability Prioritization
- Capability gap assessments

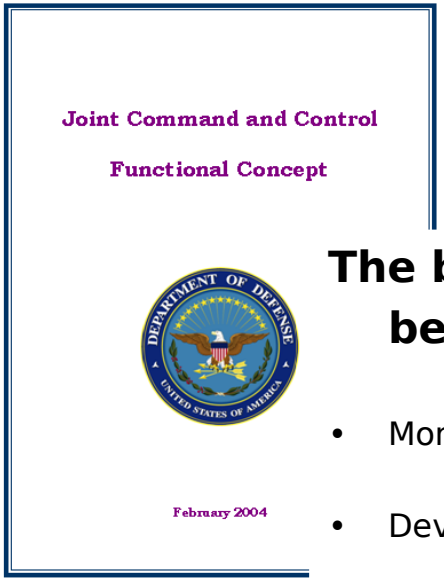
- Joint Testing & Evaluation analysis construct
- Program Element mapped to JCAs

- Linking Plans to Resources (LPTR)
- Defense Readiness Reporting System (DRRS)
- Global Force Management
- Critical Infrastructure Program vulnerability analysis

JROC Approved & DAWG Endorsed Tier 1 JCAs

Force Application	The ability to integrate the use of maneuver and engagement in all environments to create the effects necessary to achieve mission objectives.
Command & Control	The ability to exercise authority and direction by a properly designated commander or decision maker over assigned and attached forces and resources in the accomplishment of the mission.
Battlespace Awareness	The ability to understand dispositions and intentions as well as the characteristics and conditions of the operational environment that bear on national and military decision-making.
Net-Centric	The ability to provide a framework for full human and technical connectivity and interoperability that allows all DOD users and mission partners to share the information they need, when they need it, in a form they can understand and act on with confidence, and protects information from those who should not have it.
Influence	The ability to develop and present information and conduct activities to affect the perceptions, will, behavior, and capabilities of partner, competitor or adversary leaders, military forces, or relevant populations.
Protection	The ability to prevent/mitigate adverse effects of attacks on personnel (combatant/non-combatant) and physical assets of the United States, allies and friends.
Logistics	The ability to project & sustain a logistically ready joint force through the deliberate sharing of National and multi-national resources to effectively support operations, extend operational reach and provide the joint force commander the freedom of action necessary to meet mission objectives.
Force Support	The ability to establish, develop, maintain and manage a mission ready Total Force, and provide, operate, and maintain capable installation assets across the total force to ensure needed capabilities are available to enable the National Defense Strategy.
Corporate Management & Support	The ability to provide strategic senior level, enterprise-wide leadership, direction, coordination, and oversight.

C2 JFC

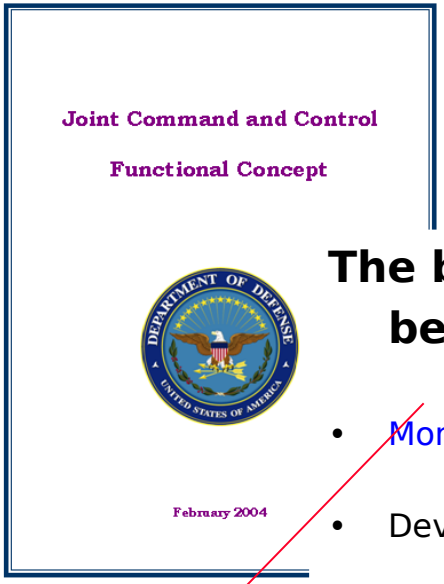


The basic C2 *functions* are listed below:

- Monitor and collect data on the ***situation***.
- Develop an ***understanding*** of the situation.
- Develop a ***course(s) of action*** and select one
- Develop a ***plan*** to execute the selected course of action.
- Execute the plan, to include providing ***direction*** and leadership to subordinates.
- ***Monitor*** execution of the plan and adapt as necessary.

C2 JFC, Feb 04

C2 JFC Proposed Tier 2s



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- ***Monitor*** execution of the plan and adapt as necessary.

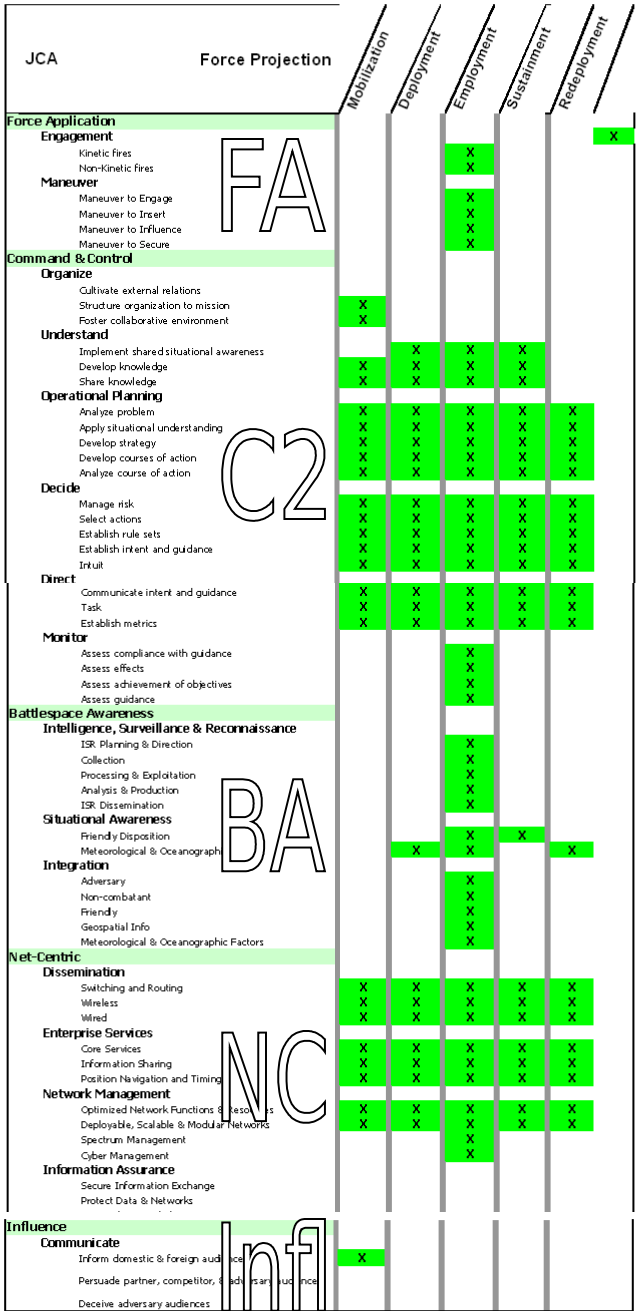
Battlespace Awareness
Blue SA

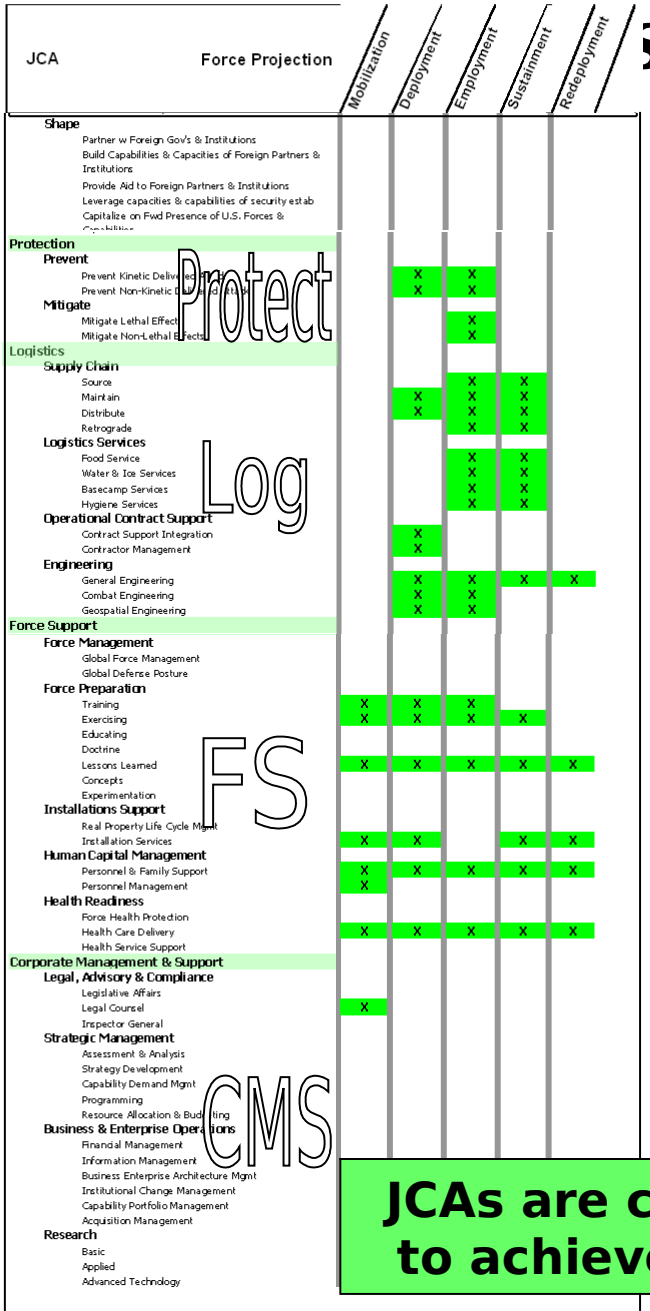
C2 JFC, Feb 04

Command & Control

Tier 2	Tier 3
Organize	
	Cultivate external relations
	Structure organization to mission
	Foster collaborative environment
Understand	
	Implement shared situational awareness
	Develop knowledge
	Share knowledge
* **Operational Planning**	
	Analyze problem
	Apply situational understanding
	Develop strategy
	Develop courses of action
	Analyze course of action
Decide	
	Manage risk
	Select actions
	Establish rule sets
	Establish intent and guidance
	Intuit
Direct	
	Communicate intent and guidance
	Task
	Establish metrics
Monitor	
	Assess compliance with guidance
	Assess effects
	Assess achievement of objectives
	Assess guidance

JCA Cross-walk to Force Projection





JCAs are combined to achieve effects